

Hillsborough County Public Schools Performance Outcomes With Effective Rewards



Performance Outcomes With Effective Rewards (POWER) is an incentive system for teachers and administrators that will be linked to both performance and student achievement. POWER will be implemented in high-need schools. In the first year of the grant, POWER was implemented in 21 schools as a pilot. The results of the pilot helped to refine the program, which was then implemented in 95 additional schools during the second year of the Teacher Incentive Fund grant. These 116 schools will remain constant during the program performance period.

Needs Assessment Results and General Information

Hillsborough County, Florida, includes Tampa, a large urban city, and several outlying municipalities and communities. Supporting over 1 million people, the county is economically and ethnically diverse. Hillsborough County Public Schools is the eighth largest school district in the United States and serves more than 190,000 students in 243 schools in urban, suburban, and rural areas.

Background

Hillsborough County Public Schools has a mandated teacher incentive program called the Merit Award Program (MAP). Teachers and administrators at all schools are eligible to participate in MAP. The POWER initiative will provide compensation for teachers and administrators in high-need schools that are deemed effective using MAP measures. Using performance ratings and effectiveness (student achievement) as a basis, teachers and administrators at high-need schools will be eligible for both programs. Administrators in the targeted schools will

be able to participate in the Institute for Leadership Reform, established through partnership with the University of South Florida College of Education's Anchin Center.

Incentives

In the 2005-06 school year, Florida State Statute 1012.01(2) (a)-(d) mandated a performance-based system for teachers that included student achievement. Districts were able to develop their own plans or use a state plan. The criteria for eligibility for an incentive in Hillsborough County Public Schools are performance ratings and student achievement. Teachers and administrators can earn up to an additional 5 percent of their salary with the MAP system and up to an additional 5 percent through the POWER program.

Evaluation

The evaluation is designed to align with the Continuous Improvement Model. This method relies on inputs, processes, and outputs to support project decisions. An ongoing review of project data

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| Location(s) | Hillsborough County, Florida |
| Award Date | June 2007 |
| Duration | 5 years |
| Partners | University of South Florida |

enables modification strategies. Data from the implementation of POWER in the pilot sites will be used to refine the program.

Resources

District matching funds will be generated each year of the project from the General Operating Performance Pay reserve. The Hillsborough County Public Schools will contribute an increasing percentage of the compensation funds. In year 5, the county will contribute 75 percent of the funds.

Data Systems

The project includes an update of the district's data collection and management system. The new system will be district-wide, and data will be stored in a common repository. The system will have the capability of disaggregating data, responding to queries, and generating reports.

Year 2 Activities

During year 2, the TIF POWER project successfully expanded to include 116 schools. Communication bolstered the success of the expansion. Multiple day and evening meetings, updates through electronic conferencing areas, and newsletters provided communication across all levels of district personnel. Additional POWER training components were developed to meet the needs of secondary schools added through the expansion. Proactive strategies used by the Staff Development team to promote

awareness of POWER courses included auto openers in the e-mail system, flyers, and a DVD for TIF ambassadors to share at school sites. Enrollment of administrators in the Institute of Leadership Reform, doubled during year 2. The number of Teacher ambassadors increased as well. Teacher ambassadors are POWER school teachers who communicate internally and externally about the POWER program and work with teacher recruitment and retention. They conducted trainings, launched a newsletter, and worked with teacher candidates on interview days.

Year 2 data management was characterized by a movement away from systems construction to system adjustment, refinement, and self-reliance. A reduction in the number of instructional positions deemed eligible to receive TIF compensation presented an unexpected challenge to both data management and communication during this project year.

Outlook for Year 3

There are no projected changes in the scope of the program for the 2009-10 school year. The second cadre of administrators will complete the USF Institute of Leadership Reform. This will strengthen the network of urban school leaders within the district. Year 3 will be the second year of full implementation for this program. All components are in place with positive outcomes predicted.